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Bondage variables of HRD Practices in Software Industry

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ABSTRACT

Software industry is one of the robust industries in world which has an impact in the global economy. There are many resources involved in this IT Industry, but the fundamental resource is the Human Resource. Managing the Human Resource and Developing is the major challenge for this IT Industry. HRD Practices adapted in this Industry have direct influence on their growth, so it is essential to understand and analyze the HRD Practices involved in it. To study HRD Practice a brand new questionnaire is designed, for which several levels of discussions were carried out among the HR Executives and Managers then HRD statements for the questionnaire designed based on the discussion. Then pilot study conducted among the hundred IT employees through survey methodology. Collected data are uploaded in Statistical tool (SPSS) and Factor Analysis performed for the data. Then reliability and validly study conducted to the questionnaire. Then questionnaire statements are organized into fifteen different groups, and each group have three to five statements which are identified as components of the main variable (HRD Practices). Then questionnaire were parked in survey website and website url link was sent to employees to participate the survey. Then a tested questionnaire for the Stress and Emotional intelligence are used to study the influence of these variables on HRD Practices. Then based on the collected Analysis of variance done using Statistical tool to study the influence of Experience and Nature of the Job on HRD Practices and results were explained with suitable discussion.

KEYWORDS: HRD Practices, Human Resource, Information Technology, Employees

INTRODUCTION

Software Industry is one of the successfully industries across the world. Millions of people working in IT Industries, in India software development is finest in the world for lowest cost with best quality services. The MNCs and the IT giants like IBM, Microsoft, SAP, etc. Expanded their business in India because of the best quality services and lowest development cost. The role of IT industries plays a vital role in the Indian Economy, India's major part of the IT sector flourished in the state of the Karnataka, who gave a Red Carpet for the growth of IT industries. Bangalore is an important city which is popularly known as Silicon Valley of India. This is the city where the most of the largest IT companies are setup and operating their business. Bangalore based IT industries is taken to study the HRD practices and its influences. Analysis performed on the HRD practices of the IT industry and its influence of the demographical variable. To understand and study the influence of the HRD Practices a survey has been conducted among the IT employees in that organization.

NEED FOR THE STUDY

Nowadays days most of the industries were automated with the electronic devices that are not allowing the employees to use their skills and ability. Today employees are well educated and are aware of their responsibilities and rights. They are also having sound knowledge in their work, when their knowledge is not utilized they become more restive. Employees are not really involving themselves in the work, because of this and they are losing interest in the work which leads to withdrawal. The behavior of the employees becomes essential for the efficient running of an industry. When an employee joins they come with their own societal culture, which would have come from their circumstances, education, religion, etc. The industries also have developed its own HRD Practice inherited from its founders whose culture and behavior would have major impact in the organization culture. Everyone is expected to perform their duties in a particular way framed by the Industry. Employer believes when inconsistency occurs between expectation of the employee and employer the relation between them will be collapsed and leads to fundamental rift among them. Many people who attend work are imaginative and display enthusiasm when working on projects they enjoy, probably outside the work. They will throw themselves into activities, which interest them and give them a level of satisfaction. There is a failure to share the same believes and ways of doing things. The response by many is reflected in the symptoms of withdrawal. These behaviors are not exhibited when they are inside the company which is interesting but very vital question. This may be because of the HRD Practices inhibits and counters the initiative, which people want to disclose. This is where the importance of the study of the HRD practices becomes more important. (Rishikesha and Ganesh 2002) Indian software service companies also believe that there is scope to go up the value chain in ways other than product development such as through consulting and system design. Study confirms that successful product development is not easy. Indian software companies fight against these odds and commit resources to product development.

Objectives of the study

1. To study the influence of Experience on HRD practices
2. To explore the relation between Nature of the job and HRD practices

Hypotheses

1. Experience of IT personnel have influence on the HRD Practices
2. Nature of the job for the IT personnel has an impact on the HRD Practices

Review of Literature

Software Industry for which Web-based enterprise wide resource planning software system was implemented a longitudinal survey conducted among the Employees those are working in across different job categories. The study conducted to examine the relationships between technology training and employees' acceptance and preparation for mandated technology use. An effective organization-wide training intervention should achieve at least two important objectives. First, it should facilitate learning how to use the system. Employees must know how to use a new software system to accomplish the same job they performed using the older "legacy" software system. Second, training should positively shape employees' attitudes about the new technology. The latter outcome is important to reduce employees' resistance to change and to increase implementation effectiveness. The relationship between training and intention to use after formal technology training would depend on the extent to which training sessions influenced employees' beliefs about the ease of use of the software, beliefs about the usefulness of the software in performing their jobs, and beliefs about employee resources available to support use of the software. (Janet et.al 2006)

Software services enable Indian companies to be highly profitable with relatively low risks in contrast to product development that involves large initial investments and uncertain future returns. The provision of services has been a natural transition for these companies from 'body

shopping', which was their means of entering the software export business. Indian software service companies also believe that there is scope to go up the value chain in ways other than product development such as through consulting and system design. The lack of product development in the Indian software industry is part of a larger pattern of limited product innovation that characterises Indian industry in all sectors of the economy. Study confirms that successful product development is not easy. Indian software companies fight against these odds and commit resources to product development (Rishikesha and Ganesh 2002)

Software and globalization provide both opportunities and challenges to developing countries. Whether these opportunities are successfully utilized depends upon the availability of infrastructure and educational skills, a conclusion arrived at by many development debates over the past few decades. Software exports are expected to continue to grow because the composition of these exports is shifting towards the higher value-added segments such as consultancy, products and packages, and training, and away from body shopping. Study depicts that while the sector provides an opportunity to developing countries to bypass capital constraints, it still advantages those who have good infrastructure and education levels. In India, however, a number of factors have come together to contribute to the success of this industry, in spite of relatively poor infrastructure and education levels (Uma 2002) .

A study conduct among the working women on Role overload, job satisfaction, leisure satisfaction, and psychological health. Role overload was negatively correlated with psychological health. Job satisfaction and leisure satisfaction were positively correlated with psychological health. Regression analyses indicated that role overload was the strongest predictor of psychological health. Role overload was the strongest predictor of psychological health for all of the variables measured in this study. Study suggest that as participants reported more of their needs being met through their jobs and leisure, they experienced higher levels of psychological health. Even though role overload and job satisfaction were stronger predictors, leisure satisfaction added significantly to the prediction of psychological health. Thus, helping clients meet more of their needs through work and leisure is certainly supported by these results. (Quinn 2008)

According to Schein's theory, the deepest layer of organisational culture consists of shared tacit assumptions that have resulted from a joint learning process. These assumptions make an individual's life predictable and meaningful in an organisational context. The next level consists of espoused values, which refer to conscious justifications to activities. They predict what people will say in a variety of situations, but if they are not congruent with their underlying assumptions, they do not necessarily predict what people will actually do in different situations. The surface level of the culture consists of artefacts that include the visible behaviour of the group and the organisational processes, products and technology. These surface level phenomena are hard to decipher since they stem primarily from subconscious assumptions and situational or individual variables (Schein, 1985).

One has led to exploration of the interaction of individual characteristics and broad occupational attributes, the other to exploration of the fit between specific characteristics of an organization and the people in it. The second approach range from studying the match of individual skills to job requirements to studying the relationship between individual characteristics and organizational climate. Even organizations that appear highly similar such as accounting firms as a group, may vary widely in their underlying values structures (Charles, 1991).

Team work is vital the growth of any Industry. Everyone knows that teamwork is an important part of any successful business. But there is a big difference between a group of people working together, and a team functioning together effectively. Effective teamwork, though essential, is not easy. But few things in business are more exciting than watching a team work together smoothly, constructively, and creatively, flawlessly juggling all other tasks. Following are teamwork secrets of an award-winning juggling duo. These are: 1. Set goals, and share them. 2. Value the individual. 3. Know each person's contribution. 4. Communicate often. 5. Delegate appropriately. 6. Learn from mistakes. 7. Build the dream team today. Even though teamwork is not always easy, it is worth the effort, and the process can be fun (Jon & Owen, 2007).

Companies are eager these days to emphasise that they are organised around teams. An advertisements for Microsoft featured teams of employees from the giant software company getting excited about the various projects on which they were working together. The speed and efficiency with which effective teams can be brought together to resolve problems is crucial to success in the modern organisation. In a recent Harvard Business Review, Philip Evans and Bob Wolf explained how teamwork within Linux, the open-source software community, managed to build a barrage to protect the system against a virus that had breached a vulnerable spot: Despite the need for the highest security, a group of some 20 people, scarcely any of whom had ever met, employed by a dozen different companies, living in as many time zones and straying far from their job descriptions, accomplished in about 29 hours what might have taken colleagues in adjacent cubicles weeks or months. Evans and Wolf say that the management methods of Toyota, the company that invented lean manufacturing (the remorseless elimination of waste) resemble, in a number of their fundamentals, the workings of the Linux community. One stroke of genius of the so-called Toyota Production System was to apply the principles of lean manufacturing to inventory.

RESEARCH METHODOLOGY

To identify the variables opt for this research study, a brief literature survey is done in the Review of literature. Research methodology elaborate the research framework, research design, sampling method, data collection, instrument and data analysis. Pilot study, reliability and validity explain and ensure the suitability of the study instrument.

Research framework

The purpose of research is to investigate the HRD Practices in IT Industry and analyze the influence of Experience and Nature of the Job on HRD Practices. By administrating the questionnaire data were collected from Employee working with the IT Industries and processed.

Research Design

A Research design narrates the method and procedure for conducting the research work. "Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control Variance" (Kerlinger, 1983). Research is properly planned scientific way of inquiry for solution of a problem, through an organized method. Good research design should provides a clear description about the statement of problem, hypotheses, variables, instruments used, sampling, method of data collection and analysis.

Population and Sample Size

Population

A subset of a population selected to estimate the behaviour or characteristics of the population. A sample exists to represent its parent population. As per the statistical data (The Hindu, 2004-05), there are 1,584 number of IT companies operating from Bangalore, 512 were multinationals, with 66 of them being Global Fortune 500 companies. The total number of IT professionals working in Bangalore currently stood at 2,85,000. In the year 2012, total number of IT professionals reach around 4,00,000. A random sample of Respondent selected from the 4,00,000 Employees working in the IT Industries. Yamane (1967:886) provides a simplified formula to calculate simple random sample size (n).

$$n = \frac{N}{1 + Ne^2}$$

Where, n: is the size of sample,

N: is the population of sample, and

e^2: is the probability of error.

The sample size for the study has been calculated with e=5% i.e. 95% confidence level.

Therefore, the sample size for the study was computed as shown below:

$$n = \frac{N}{1 + Ne^2} = \frac{400000}{1 + 400000(0.05)^2} = 532.62 = 533 \text{ Respondents}$$

Survey Administration
Primary data were collected from the various IT Professionals like Team Member, Consultant, Project managers, IT executives, senior Consultant, Team Leader and representatives of IT Industries located in Bangalore during 2012. While considering the points such as response rate, non-response, incomplete survey, understanding non-verbal cues, clarification of doubts, motivating respondents to respond after thinking about the problems, issues on the available data and collection methods, the personally administered questionnaire was quiet tough and challenging.

Since the survey was confined to IT Professional, it was tough for the researcher to get time to meet the respondents individually, most of the time they all busy with project deadline, to get the data collected within a short period of time is hard. The survey questionnaires are parked in the survey website zoomerang.com then the survey website link sends to HR department of the IT Industry then the HR Manager forwarded the link to IT Employees to fill the questionnaire. Prior to that Researcher got appointment with HR Manager and explained about the aim of the Research which took three rounds of discussion then Questionnaire link is forwarded. Questionnaire website link also parked in the social website link linkedin.com and facebook.com, so that friends and their friends can participate in the survey.

Questionnaires Design
Questionnaire is used as data collecting method which is to obtain data from respondents. The main type questionnaire is designed to meet with the objective of study, conceptual framework, which is given to its comprehensiveness, length, conceptual clear for questionnaire, multiple choices and Likert scale to measure respondents' evaluation. Based on the review of literature and research articles it was decided to design new questionnaire for the HRD Practices in the IT Industry.

For designing it is essential to known the content in HRD Practices for IT Industries. To understand the HRD Practices Interviews were scheduled with experienced HR Manager and HR Executives working in the IT industry, which took several rounds of discussion. Then statement designed for the questionnaire and pilot study conducted among hundred employees. Based on the collected data Factor Analysis performed through Extraction Method: Principal Component Analysis and Rotation Method: Varimax with Kaiser Normalization. Then questionnaire statements are organized into fifteen different groups, and each group have three to five statements which are identified as components of the main variable.

The identified components are 1) Learning new Technology, 2) Transferring to other Team, 3) Competency, 4) Grooming, 5) Adaptability & Recruitment, 6) Business Development, 7) HR Planning, 8) Promotion, 9) Retention, 10) Team building, 11) Skill to crack latest Technology, 12) Project management, 13) Performance management and development, 14) Succession planning and 15) Competency development. Then for each component three to five statements are grouped, then the designed questionnaire are sent to HR managers and HR Executives to get their opinion on the Questionnaire. Based on their feedback questionnaire statement are modified.

The questionnaire was designed through following the procedure.
- Based on the research gap in the reviewing the literature
- Based on the discussion with the HR Managers and HR Executives in the IT Industries.
- Pilot testing the questionnaire to ensure, questionnaire is understandable to the respondents

Data Collection Method
Primary data collection is used to collect the sample for the research study. The samples and information were collected through administering the questionnaire to IT Professional those who working in the IT Industries. Data collection of the study was separated into two phases in Phase I - Pilot study and Phase II- Survey for the research.

Phase I: Pilot study
Researcher conducted a pilot study to assess the reliability, validity, quality and content validity of the questionnaire. In emerging IT Company through HR department for 150 IT professionals the questionnaires was sent in the Excel sheet to each employee in email. Among the 150 samples after continues follow up on every week 100 samples are filled. Then reliability and validity study done on the samples, also feedback on the questionnaire collected from the IT Employees.

Table 4.2 Reliability Coefficients for Scales

Reliability Coefficients for scales	Adopted	Alpha Value in pilot study time	Alpha Value in Survey Research time
HRD Practices	Researcher	0.7587	0.7714

Based on the result of pre-test and survey research, it was found that the reliability value of export challenges, hardiness of the exporters and characteristics of apparel exporters was higher by 0.7. The measurement of the study was sufficiently reliable both for pilot study and survey research.

Phase II: Survey Research
After conducting the pilot study questionnaire was modified suitably, in order to provide complete, valid and reliable information from the respondents. The questionnaire was designed to suit the aim of study and nature of its respondents. Questionnaire was sent across 900 respondents. However, collected data is around 748 filled questionnaires from the respondents within the stipulated time limit. Statistical tools Used for Analysis

In order to precise results of the research Analysis of Variance (ANOVA)

Finding of the Research Study
Result and discussion
In this study influence of the Experience and Nature of the Job on HRD Practices is studied. The correlation analysis is found between the HRD practices and Demographical variables, based on the data which collected from the employees. Then the results and discussion was depicted below with suitable citations.

Table Showing the Mean, SD and F Value of ANOVA test between HRD Practices and Experience of the Employee.
Hypothesis: There is a significant relationship between HRD practices and Experience

Experience		N	Mean	Std. Deviation	Sum of Squares	Mean sum of Square	F value	P value	Results
Learning new Technology	0 - 1 Yrs	205	11.89	1.983	380.099	95.025	28.098	.000	S
	1 - 2Yrs	271	12.08	.495					
	2 – 4 Yrs	115	10.20	3.616					
	4 – 6 yrs	135	10.84	1.071					
	6-10Yrs	22	12.00	.000					
	Total	748	11.51	1.968					
Transferring to other Team	0 - 1 Yrs	205	10.11	2.037	133.783	33.446	19.650	.000	S
	1 - 2Yrs	271	9.83	.691					
	2 – 4 Yrs	115	9.20	1.171					
	4 – 6 yrs	135	9.01	.996					
	6-10Yrs	22	10.00	.000					
	Total	748	9.67	1.368					
Competency	0 - 1 Yrs	205	11.68	1.766	764.367	191.092	90.205	.000	S
	1 - 2Yrs	271	12.00	.581					
	2 – 4 Yrs	115	11.20	1.171					
	4 – 6 yrs	135	9.21	2.270					
	6-10Yrs	22	12.00	.000					
	Total	748	11.28	1.769					
Grooming	0 - 1 Yrs	205	30.20	3.631	1308.439	327.110	33.396	.000	S
	1 - 2Yrs	271	32.83	2.500					
	2 – 4 Yrs	115	31.60	1.968					
	4 – 6 yrs	135	29.57	4.284					
	6-10Yrs	22	32.00	.000					
	Total	748	31.31	3.390					

Adaptability & Recruitment	0 - 1 Yrs	205	21.43	1.701	213.761	53.440	14.454	.000	S
	1 - 2Yrs	271	22.00	1.896					
	2 – 4 Yrs	115	20.60	1.863					
	4 – 6 yrs	135	22.21	2.428					
	6-10Yrs	22	22.00	.000					
	Total	748	21.66	1.991					
Business Development	0 - 1 Yrs	205	23.32	2.803	94.961	23.740	3.896	.004	S
	1 - 2Yrs	271	23.34	1.320					
	2 – 4 Yrs	115	22.60	3.020					
	4 – 6 yrs	135	22.54	3.250					
	6-10Yrs	22	23.00	.000					
	Total	748	23.06	2.488					
HR Planning	0 - 1 Yrs	205	30.72	4.442	146.212	36.553	3.653	.006	NS
	1 - 2Yrs	271	31.08	1.194					
	2 – 4 Yrs	115	30.00	3.046					
	4 – 6 yrs	135	30.39	3.831					
	6-10Yrs	22	32.00	.000					
	Total	748	30.72	3.186					
Promotion	0 - 1 Yrs	205	11.14	2.017	34.913	8.728	4.548	.001	S
	1 - 2Yrs	271	11.08	.863					
	2 – 4 Yrs	115	10.80	.984					
	4 – 6 yrs	135	10.84	1.457					
	6-10Yrs	22	12.00	.000					
	Total	748	11.04	1.398					
Retention	0 - 1 Yrs	205	33.58	3.515	735.375	183.844	24.290	.000	S
	1 - 2Yrs	271	31.94	1.976					
	2 – 4 Yrs	115	30.60	2.812					
	4 – 6 yrs	135	31.70	2.927					
	6-10Yrs	22	32.00	.000					
	Total	748	32.14	2.918					
Team building	0 - 1 Yrs	205	28.68	2.596	426.811	106.703	11.775	.000	S
	1 - 2Yrs	271	27.92	2.885					
	2 – 4 Yrs	115	26.40	3.571					
	4 – 6 yrs	135	27.38	3.517					
	6-10Yrs	22	27.00	.000					
	Total	748	27.77	3.096					
Skill to crack latest Technology	0 - 1 Yrs	205	25.45	1.956	185.129	46.282	6.305	.000	S
	1 - 2Yrs	271	24.76	2.675					
	2 – 4 Yrs	115	24.00	4.581					
	4 – 6 yrs	135	24.53	1.615					
	6-10Yrs	22	24.00	.000					
	Total	748	24.77	2.748					
Project management	0 - 1 Yrs	205	22.80	3.541	233.031	58.258	8.699	.000	S
	1 - 2Yrs	271	22.76	1.966					
	2 – 4 Yrs	115	23.80	2.411					
	4 – 6 yrs	135	22.00	2.305					
	6-10Yrs	22	24.00	.000					
	Total	748	22.83	2.641					
Performance management and development	0 - 1 Yrs	205	27.01	4.051	411.396	102.849	12.603	.000	S
	1 - 2Yrs	271	28.24	2.477					
	2 – 4 Yrs	115	28.80	1.171					
	4 – 6 yrs	135	26.86	2.595					
	6-10Yrs	22	28.00	.000					
	Total	748	27.73	2.944					
Succession planning	0 - 1 Yrs	205	24.83	5.485	617.994	154.499	11.891	.000	S
	1 - 2Yrs	271	26.17	3.139					
	2 – 4 Yrs	115	27.60	.804					
	4 – 6 yrs	135	26.36	2.418					
	6-10Yrs	22	27.00	.000					
	Total	748	26.08	3.708					
Competency development	0 - 1 Yrs	205	9.36	3.589	622.601	155.650	34.384	.000	S
	1 - 2Yrs	271	11.32	1.313					
	2 – 4 Yrs	115	11.60	.804					
	4 – 6 yrs	135	11.17	1.213					
	6-10Yrs	22	12.00	.000					
	Total	748	10.82	2.310					
HRD Practices Total	0 - 1 Yrs	205	322.2000	22.31974	17115.602	4278.900	8.920	.000	S
	1 - 2Yrs	271	327.3432	18.04327					
	2 – 4 Yrs	115	319.0000	26.73981					
	4 – 6 yrs	135	314.6074	25.24066					
	6-10Yrs	22	329.0000	.00000					
	Total	748	322.4011	22.36145					

Note: S- significant at 5 % level (p value ≤ 0.05): NS- Not significant at 5% level (p value >0.05)

The Analysis of Variance of the above mentioned table clearly depicts the opinion on HRD practice is depends on experience of the respondents. The respondents opinion on HR Planning is not depends on their experience since the significant value is found to be greater than 0.05. Employees having experience with two years opined that Learning new Technology, Transferring to other Team, Competency and Grooming, Once employees get into the company they indentified the suitable path in company to improve their personalities to get recognized, so they have good opinion on these HRD Practices Components. In similar manner employee with experience of six years and above are opined that Competency development, Project management, Promotion and HR Planning are more influenced by the HRD practices. Employees having experience of four to six years are opined that HRD practices are highly influenced by Adaptability & Recruitment. So from the table result it found there is significant relationship between HRD Practices and Experience and the above Hypothesis is accepted.

Learning is seen as an integral engagement tool and not seen purely as a business need. LEAD started with a vision to help employees actualize themselves and bridge the gap between their own skills and emerging requirements in the industry. This is a validation of our spirit and desire to be continuously recognized as the best place to work where learning is fun. Our ability to attract top tier talent has helped us consistently deliver transforming solutions for our customers (Aditi, 2012).

Human resource development (HRD) function in a situation of increased status and power, if HRD professionals adopt roles in a way that adds "value" and facilitates achievement of competitive advantage. Multinational corporations (MNCs) are ensconced in this dynamic, increasingly competitive and global environment, even more so than domestic organizations. This provides opportunities for HRD professionals to demonstrate their ability to "deliver value" by reconceptualising their role as "strategic" or business partners. (Claire & Thomas, 2009). Multinational companies (MNCs) employ a significant proportion of the Australian workflow and are influential in shaping local human resources management (HRM) practices. (Peter McGraw, 2002).

Software product development also potentially allows Indian software developers to unleash their creativity and fulfill the potential. From the software industry's point of view, there are good reasons to stay away from developing products. Software services enable Indian companies to be highly profitable with relatively low risks in contrast to product development that involves large initial investments and uncertain future returns (Surjith Kumar and Panchanatham, 2011).

Table Showing the Mean, SD and F Value of ANOVA test between HRD Practices and Nature of the Job.

Hypothesis: There is a significant relationship between HRD practices and Nature of the Job

Nature of the Job		N	Mean	Std. Deviation	Sum of Squares	Mean sum of Square	F value	P value	Results
Learning new Technology	Permanent Role	680	11.46	2.058	17.713	17.713	4.596	.032	NS
	Contract role	68	12.00	.000					
	Total	748	11.51	1.968					
Transferring to other Team	Permanent Role	680	9.60	1.410	33.825	33.825	18.491	.000	S
	Contract role	68	10.34	.477					
	Total	748	9.67	1.368					
Competency	Permanent Role	680	11.21	1.841	38.265	38.265	12.411	.000	S
	Contract role	68	12.00	.000					
	Total	748	11.28	1.769					
Grooming	Permanent Role	680	31.30	3.468	.390	.390	.034	.854	NS
	Contract role	68	31.38	2.498					
	Total	748	31.31	3.390					
Adaptability & Recruitment	Permanent Role	680	21.76	1.977	68.728	68.728	17.728	.000	S
	Contract role	68	20.71	1.885					
	Total	748	21.66	1.991					
Business Development	Permanent Role	680	23.10	2.602	11.243	11.243	1.819	.178	NS
	Contract role	68	22.68	.471					
	Total	748	23.06	2.488					
HR Planning	Permanent Role	680	30.69	3.330	6.530	6.530	.643	.423	NS
	Contract role	68	31.01	.819					
	Total	748	30.72	3.186					
Promotion	Permanent Role	680	11.04	1.444	.039	.039	.020	.888	NS
	Contract role	68	11.01	.819					
	Total	748	11.04	1.398					
Retention	Permanent Role	680	32.32	2.911	231.532	231.532	28.188	.000	S
	Contract role	68	30.38	2.357					
	Total	748	32.14	2.918					
Team building	Permanent Role	680	27.98	3.066	314.593	314.593	34.284	.000	S
	Contract role	68	25.72	2.625					
	Total	748	27.77	3.096					
Skill to crack latest Technology	Permanent Role	680	24.97	2.736	317.883	317.883	44.562	.000	S
	Contract role	68	22.71	1.885					
	Total	748	24.77	2.748					
Project management	Permanent Role	680	22.98	2.660	162.648	162.648	24.045	.000	S
	Contract role	68	21.35	1.907					
	Total	748	22.83	2.641					
Performance management and development	Permanent Role	680	27.77	3.071	10.707	10.707	1.236	.267	NS
	Contract role	68	27.35	.943					
	Total	748	27.73	2.944					
Succession planning	Permanent Role	680	26.35	3.691	550.922	550.922	42.278	.000	S
	Contract role	68	23.37	2.648					
	Total	748	26.08	3.708					
Competency development	Permanent Role	680	10.80	2.408	2.401	2.401	.450	.503	NS
	Contract role	68	11.00	.829					
	Total	748	10.82	2.310					
HRD Practices Total	Permanent Role	680	323.3397	22.61441	6590.166	6590.166	13.398	.000	S
	Contract role	68	313.0147	17.14163					
	Total	748	322.4011	22.36145					

Note: S- significant at 5 % level (p value ≤ 0.05): NS- Not significant at 5% level (p value >0.05)

The respondents opinion on Learning new Technology, Grooming, Business Development, HR Planning, Promotion, Performance management & development and Competency development is not depends on Nature of the Job since the significant value is found to be more than 0.05. Respondents belong to Permanent Role are opined that Adaptability & Recruitment, Business Development, Promotion, Retention, Team building, Skill to crack latest Technology, Project management, Performance management and development and Succession planning are highly influenced the HRD practices. Respondents belong to Contract role are opined that Learning new Technology, Transferring to other Team, Competency, Grooming, HR Planning, Succession planning and Competency development are highly influenced the HRD practices. The significant value of the above table clearly shows that the opinion on HRD practice is purely depends on the Nature of the Job of the respondents. In the same manner Permanent Role is more influenced by the HRD practices. From the above mentioned table it is found there is significant relationship between HRD Practices and Nature of the Job, so the Hypothesis is accepted.

Surjith Kumar (2010) Claims, "In the present day scenario it is the biggest question to retain the employees, in the organization attrition is very high and retaining the employee is very hard job. To retain the employees HR and the Management should come up with new things so the employees should keep motivated. It could be reward them or more salary or reward them with good incentives or keep them uplifted and make them that the management taking care of you people."

The relationship between training and intention to use after formal technology training would depend on the extent to which training sessions influenced employees' beliefs about the ease of use of the software, beliefs about the usefulness of the software in performing their jobs, and beliefs about employee resources available to support use of the software. (Janet et.al 2006). One has led to exploration of the interaction of individual characteristics and broad occupational attributes,

the other to exploration of the fit between specific characteristics of an organization and the people in it. The second approach range from studying the match of individual skills to job requirements to studying the relationship between individual characteristics and organizational climate. (Charles, 1991).

Organizations cannot depend solely on rules and standard operating procedures to ensure effective employee work behavior. There is always some need for discretionary innovative action to adapt to new situations and unusual circumstances. While taking innovative initiatives is widely claimed to contribute to organizational effectiveness, the price that an individual worker may have to pay for taking an innovative approach has hardly been examined (Janssen, 2003).

Human resource development (HRD) serves the needs of organisations to provide employees with up-to-date expertise. Advances in HRD models and processes have kept pace with the increasingly sophisticated information and production technologies that continue to spread throughout most vital industries (Surjith Kumar and Panchanatham, 2012).

Broadly speaking, knowledge management (KM) is a process of creating, storing, sharing and re-using organizational knowledge (know-how) to enable an organization to achieve its goals and objectives of creating knowledgeable professionals and workforce. The advent of the "e-revolution", through the growth of global networks has accelerated the use of knowledge management (KM) especially in academic libraries (Hossein, 2012).

Conclusions:

In the IT industry HRD Practices is competitively good, analysis depicts demographical variables Experience and Nature of the job are good in the organization. This analysis is carried for an IT Industry in different duration, the reliability and validity results were found similar. The same HRD Practice questionnaire can be used in any Information Technology Industry to understand and analysis the HRD Practices among their employees. On the whole HRD Practice is good in the IT Industry and employer has to take necessary steps to maintain the HRD Practices for Performance management and Competency development, which also influence the growth of the Employee. So the Hypothesis for HRD Practices between Experience and Nature of the Job are accepted. Performance of the Employee comparatively good employee those who working in permanent. HR has to take necessary steps to bind the employees with Employer for the growth of the IT Industry. Surjith Kumar (2010) Claims, "In the present day scenario it is the biggest question to retain the employees, in the organization attrition is very high and retaining the employee is very hard job. To retain the employees HR and the Management should come up with new things so the employees should keep motivated. It could be reward them or more salary or reward them with good incentives or keep them uplifted and make them that the management taking care of you people."

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